

**African American Elders Project
Steering Committee
Meeting # 1
October 29, 2003**

Members Present:

Neal Adams, Global Consulting
Margaret Boddie, Vice Chair, MCAAE
Pamela Boring, Public Health: Seattle/KC
Rosemary Cunningham, ADS Planning Unit
Gayle Johnson, Alliance for Education
Gloria Leonard, MCAAE
MaryPat O’Leary, ADS Case Management Program
George E. Parker, Jr., Therapeutic Health Services
Rowena Rye, MCAAE Chair
Dick Sugiyama, ADS Case Management Program
Karen Winston, ADS Planning Unit

I. Project Background

Following the welcome and introductions, Karen and Rosemary provided an historical overview of the Mayor’s Council on African American Elders (MCAAE), and the African American Elders Project (AAEP). (See attached Historical Context)

This was followed by Neal providing a description of the transition project history and proposed development. Neal reported that much of the Council’s efforts to date have focused on developing, shaping and ensuring the future of the specialized services know as the AAEP. From the inception of the AAEP, the Council’s intention was to transfer the service delivery effort to a nonprofit community-based organization. In recent months the Council has been engaged in a process of examining its purpose, mission and goals including the goal of transferring the AAEP to a nonprofit entity. ADS and the Council have determined that they now need to move forward immediately to lay the foundation for the transfer.

Neal will be working with the MCAAE and ADS to develop and implement plans to recruit Council members and develop a plan to transfer the AAEP to an existing nonprofit organization and a plan to “spin-off” the AAEP to a newly established nonprofit entity. The goal is to complete the planning and implementation aspects of the project by January 31, 2003.

II. Brainstorm: What are the pros and cons of transitioning the AAEP to a community-based management and governance structure?

Pros

1. Politics
2. Increased visibility
3. Culturally specific services
4. Community ownership
5. Increased collaboration/coordination (e.g. ACRS, CISC, Evergreen Care Network)
6. A place where the \$ stops
7. Community empowerment
8. Serve more elders 60 years and older
9. Promote client choice
10. To have an African American elders focus
11. To provide nursing services
12. Increase possibilities for funding from grants and foundations
13. Moving from stuck to un-stuck re: client services
14. To develop a national model

Cons

1. Politics
2. Financing
3. Lack of control
4. Feelings of separation
5. Dynamics of a community-based board
6. Perceived duplication
7. Need for staff/administration
8. Nursing shortage
9. Impact on existing staff
10. Difficulty finding appropriate staff including a dynamic project leader who could build the program
11. Possibility of having to give up existing staff and funding
12. Clients choosing not to participate in new program
13. Perceptions of the community (i.e. territorial)
14. Cannon House
15. The complexity of the nursing and case management program
16. Managing risk and liability
17. Legal issues/concerns
18. Professional accountability

III. The Planning Process

Project Goals:

- Strengthen the MCAAEE through effective member recruitment and retention,
- Develop effective plan to re-locate AAEP to a community-based organization for interim operational support, and
- Develop a plan to permanently “spin-off” the AAEP to a community-based organization.

Project Time Line:

The timeline for the planning process is September 1, 2003 to January 31, 2004.

Planning Approach:

1. Maximize stakeholder participation and collaboration.
2. Develop written plans and strategies.
3. Develop strong leadership and support for the project.
4. Implement short-term strategies as appropriate.

Key steps for Project Planning and Implementation:

1. Finalize project goals and the planning and implementation process.
2. Form committees to participate in planning process.
3. Confirm leadership commitment to the project.
4. Develop comprehensive AAEP program description
5. Design and implement MCAAE member recruitment and retention process.
6. Identify data needs and design collection process.
7. Draft process for selection of affiliate organization.
8. Clarify interim project management arrangements.
9. Clarify interim project governance.
10. Draft “spin-off” strategies and plan for AAEP.
11. Prepare final report and conduct final briefings.

Desirable project outcomes:

- Realistic and appropriate project strategies and plan.
- Broad stakeholder participation and agreement re project goals, plans and strategies.
- Effective communications and working relationships among participants.
- A strong and representative MCAAE.
- Support for and involvement in the success of the AAEP.

IV. Steering Committee Job Description

The ST reviewed, discussed and approved the job description for the group. (See attached Volunteer Job Description)

V. Next Steps

The ST reached consensus that all future meetings would be held on the 1st and 3rd Wednesdays of the month; from 12 to 2 p.m. (location to be announced) the meeting dates are as follows:

November 5th and 19th
December 3rd and 17th
January 7th and 21st

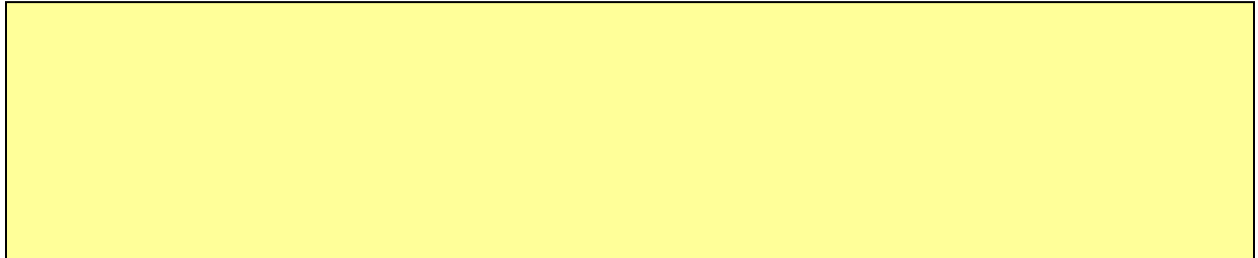
Also, parking will be provided for all ST members. Please be reminded however, to use the Cherry Street Parking Garage located between 2nd and 3rd on Cherry Street.

MCAAE Historical Context

- **Need:** A 1994 study of Long Term Care options for African American elders for the Mayor's Roundtable identified **unmet needs of increasingly frail African American elders living in poverty and poor housing conditions with high rates of health problems.**
- **Strategy:** The study recommended the **development of a service continuum** to include:
 - 1) specialized information and referral, case management, and outreach services;
 - 2) community-based and residential services; and
 - 3) health prevention and wellness programs.**It also recommended the ongoing assessment of the existing service delivery system to determine gaps in service and some entity (new or existing) taking the responsibility for developing needed services in the continuum of care for African American elders.**
- **Target Group:** The target group was defined by specific zip codes in **Central and Southeast Seattle** given their high concentration of African Americans over 60. Other agencies providing case management/referral (Seattle Housing Authority, Senior Services, Aging & Disability Services) were not serving the higher need, isolated African American elders. Criteria included: chronically ill, frail, or disabled; unable to obtain services or perform activities of daily living; isolated; low-income; at risk of premature institutionalization; in need of multiple services in order to remain in their home; lacking formal and informal support systems.
- **Council Purpose and Focus:** MCAAE was created in 1995 by Mayor Norm Rice to **oversee the development of a comprehensive continuum of services to serve the needs of African American elders.** Much of the Council's efforts to date have focused on developing, shaping and ensuring the future of the specialized services known as the African American Elders Project (AAEP). MCAAE has intended to transfer AAEP's service delivery effort to a spin-off non-profit since the inception of the project. The Council incorporated as a non-profit in order to transfer that status to a new start-up entity. The Council has sponsored community events to increase the profile of the project and develop potential donors. Some individuals have been recruited for the purpose of forming a board for the new agency.

- **Service Efforts:** The African American Elders Project (AAEP) began serving the target population with case management and linkage services in 1997 provided by case managers, nursing and outreach staff through a Partnership of Aging & Disability Services (ADS), Public Health, and Senior Services. AAEP funding, staffing, profile and number of clients served has increased over time. A Services Delivery Committee comprised of representatives from the Partnership oversees the service delivery implementation. Turnover of staffing has impacted project volunteer coordination and marketing efforts.
- **Council Composition:** The Council is made up of members recommended to and appointed by the Mayor. The current composition includes individuals with expertise in aging, public health, social work and research. One of the Council members was involved in the development of the MCAAE, but the Council has experienced significant turnover and half of the current members have served one year or less as of 4/03.
- **Council staffing:** Staffing for MCAAE has declined over time from 2 staff to currently very limited part-time staffing from ADS. The staff person was involved at the inception of the Council and the AAEP.
- **Funding:** Funding for case managers is currently designated in the City's biennial budget through 2003. Public Health funding for the nurse is uncertain for 2004. Senior Services funding for the outreach worker is committed through 2004.

Volunteer Job Description
African American Elders Project
Transition to a Community-based Management & Governance Structure
Steering Committee
October 2003



Purpose: The purpose of the AAEP Steering Committee is to develop a plan to transfer operations and management of the African American Elders Project to a community-based organization. The plan will reflect specific strategies, goals and steps for an orderly transfer of the project over a period of up to 36 months. The plan will also identify budget and resource implications.

Reports to: Executive Sponsors/AAEP Partners

- Chair, Mayor's Council on African American Elders
- Director, Human Services Department
- Director, Aging and Disability Services
- Director, Human Services Division
- Director, Senior Services of Seattle, King County
- Director, Public Health - Seattle and King County

Facilitated by: Neal Adams of Global Consulting.

Steering Committee Responsibilities:

- Lead the planning process to a successful conclusion
- Ensure all stakeholders' perspectives are heard in the process
- Recommend strategies and policies to the Executive Sponsors
- Effectively use programmatic expertise and knowledge

Individual Committee Member Responsibilities:

- Leadership: take the initiative to see that decisions get made and things get done
- Facilitation: pay attention to the process rather than content
- Input: provide information and opinions
- Decision-making: decide on strategies, goals, objectives, etc.

Membership: Every attempt is made to establish a diverse committee membership. Membership is open to MCAAE members, Partnership managers

and staff and volunteers who are knowledgeable about the needs of the African American elderly and/or strategic planning.

Term: This is an ad hoc committee that will meet initially for three to four months beginning October 2003.

Chairperson: TBI

Meetings: Meetings of the Steering Committee will occur twice a month on a schedule to be agreed to by participants. Individual members may be asked to take on assignments between meetings.

Minutes: Minutes shall be recorded for each meeting.

Planning Principles and Values:

- *Inclusiveness.* Input will be sought from all levels within the organization and from the community.
- *Meaningful participation.* All participants should feel that their participation is substantive with the potential for real influence on the outcome of the plan.
- *Staff participation.* Input for shaping a strategy will be sought from staff that is expected to implement that strategy.
- *Share the work.* The successful completion of the planning process should not depend on one or two people
- *Focus on the “big picture”.* No one should expect the strategic planning process to address every concern or complaint. We will, however, address all critical issues, regardless of how difficult those issues may be.
- *Ownership.* We will seek to develop deep ownership of the goals of the project.
- *Strategy.* Our strategies should respond to what we understand of the present and the probable future.